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Central Intelligence Agency



Washington, D. C. 20505

Executive Registry

85- 904/ 3

10 April 1985

NOTE FOR:

SUBJECT: Your Suggestion Concerning Computerized Case Officer PCS Assignment Selection

Sorry for the delay in responding to your intriguing proposal, but I needed the time to get some additional views on its feasibility.

The situation is this. There exists in the Office of Personnel a Personnel Resources Information Management (PRIM) System which was developed to provide a centralized data base for Agency components to retrieve official organizational, position, and employee data resident in the Human Resources System data base. PRIM is now being enhanced to provide Agency components the ability to: add, change, or delete their employee, position, and organizational data; create new fields to hold data pertinent to their component; and to retrieve data from either the official or the component data file. Thus, by early 1986, the DO will have the capability to create just the type of data base you are proposing--if it wishes to do so.

And there's the rub. I understand the DO is leery of putting some of the data identified in your proposal, such as in non-DO computer systems. Moreover, the DO has decided that it would not, for security reasons, use worldwide vacancy notices.

Notwithstanding the above concerns, DO/CMS is in the process of trying to develop a system which would satisfy needs such as those which drove your proposal. I suggest strongly that you contact the Chief of CMS to discuss your approach further.

Thanks for your concern.

Executive Directorcc:

Chief, Career Management Staff, DO

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85-0898/2

MAR 20 1985

MEMORANDUM FOR: Executive Director

VIA: Deputy Director for Administration

FROM: Robert W. Magee
Director of Personnel

SUBJECT: "In Search of Excellence" Suggestion
Computerized Case Officer PCS
Assignment Selection

REFERENCE: Memo dtd 27 Feb 85 fr C/LA/MTF/Internal
to DCI, same subject

1. This is in response to Referent suggestion that the Office of Personnel computer data base be expanded to include a revised version of the Field Reassignment Questionnaire including selected operational data to aid in the selection of Directorate of Operations case officers for PCS assignments.

2. The Office of Personnel is presently engaged with the Office of Information Technology in developing an enhancement to the Personnel Resources Information Management (PRIM) System. PRIM was developed to provide a centralized data base for Agency components to retrieve official organizational, position and employee data resident in the Human Resources System (HRS2) data base. PRIM went operational in February 1984 and is currently available to every Agency component. The enhancement to PRIM is called PRIM Release 2. It will give Agency components the ability to add, change and delete their employee, position and organizational data, to create new and unique fields to hold data pertinent to their component, and to retrieve data from either the official or the component data file.

3. PRIM Release 2 is scheduled to be operational in early 1986. At that time, the Directorate of Operations will have the capability to create just the type of automated Field Reassignment Questionnaire record suggested in Referent. If the requirement is more urgent than that and if additional resources are made available to the Office of Personnel, PRIM Release 2 can be operational sooner.

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Robert W. Magee

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SUBJECT: "In Search of Excellence" Suggestion
Computerized Case Officer PCS
Assignment Selection

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S E C R E T

20 March 1985

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MEMORANDUM FOR: [redacted]
Executive Director

25X1

FROM: [redacted]
Chief, Career Management Staff

SUBJECT: Response to "In Search of Excellence"
Suggestion re Computerized Case Officer
PCS Assignment Selection

REFERENCE: Memorandum Same Subject dated 27 February
1985 (attached)

Jms

1. We agree with the Executive Director's comment that the attached is an interesting suggestion. However, after an admittedly cursory review, there are several factors that argue against any further action being taken at this time.

2. The amount of information the suggestor proposed reside in a non-DO system is of particular concern.

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3. The Career Management Staff recognizes the benefits of increased utilization of automation and has several initiatives underway. We have been holding discussions with the Information Management Staff's Systems Group personnel on possible development of a system to satisfy our requirements. We have arranged for the procurement of a Wang Alliance System that should prove quite satisfactory for many applications including some rudimentary data processing using the VM capability. Before we launch into any computer systems development, it is absolutely essential that we have our requirements defined. To that end, we will be working closely with Systems Group personnel. In addition, we are in the process of standardizing the FRQ format for electrical transmission. This standardization is the first step

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required in developing any type of data base as it greatly facilitates building the file as well as enabling searches for selected items.

4. While it is not mentioned by the suggestor, it stands to reason that automated systems still do not make the decisions that managers are responsible for. There is yet another factor that enters into the equation and that is performance level. From a Personnel Evaluation Branch perspective, we would envision having several data fields that would relate to Comparative Evaluation Groupings, panel rankings, etc. resident in any system that is developed to assist CMS in carrying out its responsibilities. Thus we come once again to the issue of having sensitive information (available to relatively few personnel in the DO) resident in a system not under our control.

25X1 5. We thank [] for her interest in improving the system and request she be advised that the concept is one that CMS is already taking steps to develop, including the linking of PEMS officers. We would be happy to get in contact with her regarding her proposal as we continue our automation efforts. Alternatively, we can look further into her suggestion as presented should you desire.

25X1 Orig [] (20 Mar 85)

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Central Intelligence Agency
Washington, D.C. 20505

11 March 1985

Executive Director

NOTE FOR: DDA

Harry:

Attached is one of the more interesting proposals we have received. Would appreciate having Magee's comments on it. Could we have your response by 20 March? Thanks.



ER

Executive Registry

85- 904/2

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Central Intelligence Agency
Washington, D.C. 20505

11 March 1985

Executive Director

NOTE FOR: A/DDO

Ed:

Attached is one of the more
interesting proposals we have received.
Would appreciate a reading from CMS on
it. Could we have your response by
20 March? Thanks.



ER

Executive Registry
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27 February 1985

DD/A Registry

85-0898

85-0892

MEMORANDUM FOR: William J. Casey
Director of Central Intelligence

FROM: [REDACTED]

3D38 Headquarters, [REDACTED]

SUBJECT: "In Search of Excellence" Suggestion
Computerized Case Officer PCS Assignment
Selection

1. In order to increase competitiveness and modernize the selection of Directorate of Operations (DO) Case Officers (C/O's) for PCS assignments, it is suggested that the Office of Personnel's current PERSIGN-derived biographic profile computer data base be expanded to include a revised version of the Field Reassignment Questionnaire (FRQ) including selected operational data. In essence, information currently submitted in the FRQ would be augmented by pertinent data on C/O availability plus operationally oriented information and interfaced with the current data base. This new data base could be used for initially collating lists of C/O's for perspective overseas positions and would provide a mechanism for managing/monitoring C/O career progression. For example, the following new information fields are suggested for inputting pertinent data:

A. C/O availability:

- Willingness to Travel (PCS, TDY, Extended TDY)
- Willingness to Change Jobs (Immediately, Six Months, One Year, Two Years)
- Choices for Next Assignment (Remain in Current Job, Headquarters Assignment, Domestic Assignment, Overseas)
- Desired Headquarters Assignment (By Office; list three)

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-- Desired Domestic Assignment

-- Desired Overseas Assignment (By City; list three)

-- Member of Employee/Tandem Couple (No; If Yes, Willingness to Take Separated Assignments; Previous Separated Assignments)

B. Operational Information:

-- United States Familiarity (Cities, States, Regions)

-- Special Qualifications/Skills (Hobbies, Interests, Sports, Music; any Avocation with Operational Usefulness)

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-- Spouse's Special Ops Skills/Qualifications (Foreign Language, Unique Talents, Career/Occupation)

C. Miscellaneous:

-- Home Based Division

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-- CIARDS Qualified? (If answer is no, how many months overseas time is needed?)

2. In order for the new data base to be meaningful in the initial flagging of C/O's for PCS assignments, each C/O in the Field and at Headquarters would need to review worldwide vacancy notices in order to make realistic assignment choices based on anticipated actual openings. At present this process is often based on guesswork since no worldwide vacancy notice is readily available. The worldwide vacancy notice would offer across-the-board assignment possibilities to all C/O's and be of particular use to those with multi-lingual skills who want to serve on several continents and employee/tandem couples trying to identify

dual openings. Each C/O would have an increased sense of participation in his/her career progression by knowing that the FRQ information is retained in the computer and will be referred to in the initial selection process. The list of worldwide openings (by city, grade, position) would also need to be input to the computer program so that the office querying the computer can collate actual openings with interested C/O's. If this system were instituted, it is conceivable that a process could be established whereby each C/O would receive a reply to his/her FRQ in the form of a computer printout with a brief response to each assignment requested. (Positive responses would have been adequately covered in other correspondence; however, constructive negative responses would assist C/O's in making future assignment choices.)

3. The use of the new fields will permit the querying of the data base for C/O's with special skills and languages for specific TDY assignments and other operational tasks on a spot basis. By requesting various combinations of input data, one could quickly identify officers with a specific talent such as chess, or knowledgeability of some professional skill needed for an operation. The run could also be used to recall information by field in order to compile statistical data and make comparative studies.

How many officers are just a few months shy in overseas time for CIARDS and might seek/need a short TDY to qualify?

4. At present the Office of Personnel controls and manages the biographic profile computer data base. If the data base were expanded to included the suggested DO FRQ-related information, either the DO Division PEMS officers and/or Career Management Staff (CMS) would also need to use/manipulate the record for assignment selection. While this suggestion is primarily aimed at overseas PCS assignments, it could be used for Headquarters and domestic assignment selection with the new field entries. A suggested title for the new data base might be "PERTOUR."

5. The purpose in submitting this suggestion is twofold: first, to create greater individual C/O participation in personnel assignments and career progression (a key factor in employee motivation described in "In Search of Excellence"--"...give people control over their destinies, they make meaning for people." p. 239); second, to develop an impersonal, objective mechanism to assist in C/O assignment selection. The ultimate result of implementing this suggestion should be increased operational successes based on better C/O career management.